



Board Recruitment Policy

Date: January 2019

Conduct and Probity

Board Directors must act in what they believe to be the best interests of the LEP and Cornwall and the Isles of Scilly, and not in their own interests or those of any person or company.

The Directors of the LEP Board are appointed via a transparent and open recruitment process and must sign up to the LEP [Code of Conduct](#). All Board Directors are expected to meet an agreed standard of behaviour known as the 7 Principles of Public Life (Nolan Principles). The Nolan Principles state that Board Directors shall have regard to the following principles:

1. **Selflessness** - Holders of public office should act solely in terms of the public interest.
2. **Integrity** - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** - Holders of public office should be truthful.
7. **Leadership** - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The Companies Act 2006 requires Directors to avoid situations in which a Director

“has (or can have) a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the company”. In this context, Directors shall complete a register of interest form when appointed which will be published on the LEP website and updated annually. Directors shall also declare any personal or prejudicial interest in any matter to be considered at a meeting; if a declaration is made, they may be asked to withdraw from the meeting while the item is considered. Further details can be found in the LEP’s [conflicts of interest policy](#).

All Directors of the Board will maintain confidentiality of Board business where that is expressly required.

About the Role

Board Directors will be expected to:

- Assist in the development of strategies, implementation plans and other similar initiatives and shared responsibility for approval.
- Champion and oversee the delivery of the LEP Strategy supporting the LEP Executive Team when required.
- Represent and promote Cornwall and the Isles of Scilly on a local, national and international basis.
- Actively engage with all stakeholders, but particularly with the private sector (including the social enterprise and third sector) and further and higher education institutions to capture and engage their interest and facilitate their activity in Cornwall and the Isles of Scilly.
- Contribute to and have influence over challenging goals and objectives, and ensure that the strategic aims are delivered through appropriate mechanisms bringing about the economic transformation of Cornwall and the Isles of Scilly.
- Help ensure effective planning, management and financial control procedures are in place to ensure that all relevant legal and statutory requirements are met.
- To participate fully in bi-monthly Board meetings, providing expert advice, guidance, insight and challenge to Board discussions.
- Be prepared to Chair a relevant Board sub-committee or strategy implementation committee of similar.

Further information, including person experience, abilities, skills and knowledge, personal style and behaviour are included within the Chair and Non-Executive Director Role Profiles.

Commitment

It is envisaged that the role will require a time commitment of circa three days per month with possibly a greater commitment at certain times. For the Chair position,

it is envisaged that the role will require a time commitment of circa four days per month.

The precise nature and timing of this commitment will be determined with the successful candidate but it is expected that candidates should be prepared to attend a Board meeting lasting for a maximum of five hours once every two months held at varying locations around Cornwall with one meeting held each year on the Isles of Scilly. Board Directors will also be encouraged to participate in activities between Board meetings which could involve chairing a sub group and/or representation of LEP at key meetings.

Remuneration

The role of Chair role will receive an annual remuneration (please see remuneration policy); all expenses incurred in attending meetings or other relevant partnership activities will also be reimbursed.

Whilst the role of Non-Executive Director is unremunerated, travel expenses to and from Board meetings and other agreed meetings on behalf of the LEP, can be claimed at the prevalent local government rate or standard rail fares for journeys outside Cornwall.

Terms of Appointment (Chair and Deputy Chair)

The CloS LEP follows UK good governance practice and has adopted an approach whereby the Chair should hold the position for a period of 3 years with an optional 3 year extension – this also coincides with the current terms of directorships as outlined within the current articles of association. The CloS LEP has also adopted the same defined term for the Deputy Chair position to ensure consistency.

Terms of Appointment (Non-Executive Directors)

Board Directors will be appointed initially for a three year term but at the end of this first appointment period, they shall be eligible for reappointment for a further period of three years with a maximum of two terms being served.

Appointment Process for the Chair

The recruitment process is led and overseen by the LEP Nominations Committee. The Committee's terms of reference can be found on the LEP website. Directors are appointed through an open and transparent recruitment process. This process complies with the Nolan Principles of Public Life and with common practices in the private sector.

The LEP will consult with the private sector on the role profile for the Chair prior to recruitment.

- Advertising

The LEP will use an external recruitment agency to assist in managing the recruitment process, alongside advertisement on local and national networks.

The LEP will use a variety of social media platforms to promote all recruitment opportunities i.e. on the LEP website, twitter and Linked In. The LEP will also promotion on the LEP Network website and will actively work with Government to advertise opportunities for private sector leaders to become Chair when vacancies emerge.

- Shortlisting

Shortlisting of candidates will be carried out by the LEP's Nomination Committee. All applications will be treated confidentially and circulated only to those individuals involved in the recruitment process. The LEP will use best endeavours to produce gender equal shortlists for Board recruitment where possible.

In order to shortlist candidates for interview, consideration will be given to:

- The match of the candidate's skills and experience against those set out in the role profile.
- The match of the candidate's skills and attributes to fulfil the requirement/composition of the Board.
- The ability to meet the requirement and commitment of the role.

- Interviews

The LEP will use gender equal interview panels for Board recruitment. The LEP will also utilise a multi-panel recruitment process which includes:

- A business panel of up to 10 representatives from the business community to reflect the region's industrial base.
- A business representatives group to include organisations such as the Cornwall Chamber of Commerce, Federation of Small Businesses and the Cornwall Manufacturers Forum.
- A private sector led final interview panel.

The LEP Nominations Committee will make a recommendation to the LEP Board, via written resolution, on the appointment of a Chair for their consideration and approval. Once the resolution is passed, the LEP Executive will then write formally to the successful candidate inviting them to join the LEP Board and to send a formal acceptance note. Once the confidential process is complete, the LEP's PR agency will prepare the necessary press release.

Appointment Process for Non-Executive Directors

The recruitment process is led and overseen by the LEP Nominations Committee. The Committee's terms of reference can be found on the LEP website. Directors are appointed through an open and transparent recruitment process. This process complies with the Nolan Principles of Public Life and with common practices in the private sector.

- Advertising

The LEP will use a variety of social media platforms to promote all recruitment opportunities i.e. on the LEP website, twitter and Linked In. The LEP will also promote opportunities on the LEP Network website.

Candidates will be expected to complete an application form (consisting of a CV and covering letter) and take part in a competency based interview process.

- Shortlisting

Shortlisting of candidates will be carried out by the LEP's Nomination Committee. All applications will be treated confidentially and circulated only to those individuals involved in the recruitment process. The LEP will use best endeavours to produce gender equal shortlists for Board recruitment where possible.

In order to shortlist candidates for interview, consideration will be given to:

- The match of the candidate's skills and experience against those set out in the role profile.
- The match of the candidate's skills and attributes to fulfil the requirement/composition of the Board.
- The ability to meet the requirement and commitment of the role.

- Interviews

The LEP will use gender equal interview panels for all Board recruitment and they will be private sector led.

The LEP Nominations Committee will make a recommendation to the LEP Board, via written resolution, on the appointment of all Non-Executive Directors for their consideration and approval. Once the resolution is passed, the LEP Executive will then write formally to the successful candidate inviting them to join the LEP Board and to send a formal acceptance note. Once the confidential process is complete, the LEP's PR agency will prepare the necessary press release.

Appointment Process for Deputy Chair

Once Non-Executive Directors are appointed and if a new Deputy Chair needs appointing, expressions of interest will be sought from the private sector Non-Executive Directors and then a formal vote/election will be undertaken at a Board meeting.

Appointment Process for the Public Sector

The public sector members shall appoint Directors as follows:

Cornwall Council has the right to appoint up to three elected members, and the Council of the Isles of Scilly has the right to appoint one elected member, as Public Sector Directors.

Both local authorities shall confirm, in writing, the nominated representative(s) which will then be tabled at a Board meeting for approval.

Induction

All Directors undertake an induction session with the LEP Executive once they are appointed. The induction covers the following:

- The purpose of LEPs
- Background to CloS LEP
- LEP Board and structure/governance
- Relationship with Government
- Assurance Framework
- Relationship with Accountable Body
- Key achievements and a look ahead
- Current initiatives
- Local Growth Fund
- Risk Management
- Business Support
- Employment and Skills

Equality and Diversity

Equality and diversity is about fairness and opportunity for all. Cornwall and Isles of Scilly are characterised by a dispersed settlement pattern. The LEP recognises the unique cultural identity of the area and including the numbers of residents that identify themselves as having a Cornish identity.

The LEP is clearly bound by the Equality Act 2010. As a private sector led partnership it is acutely aware of its responsibilities and the obligations on the business community, particularly in respect of the nine Protected Characteristics. There is also an appreciation of the particular role that the physical geography of the area

plays in terms of running a business as well as how this affects particularly isolated communities in the context of investment funds.

It is clear from some elements of the investment received and won by the LEP that there is also a public source to the funds. In this context there is a particular need to adhere to the Public Sector Equality Duty which forms part of the Equality Act.

The CloS LEP is committed to promoting equality and celebrates diversity and welcomes applicants reflecting the diversity of the community. The LEP is committed to improving the gender balance and representation of those with protected characteristics on its Board. The LEP's overall aim is to have equal representation of men and women by 2023.

To help us monitor and achieve this, we ask that candidates applying for Non-Executive Director positions on the LEP Board complete and return an equal opportunities monitoring form with their application. The information provided will be treated in the strictest of confidence and will be processed in accordance with the requirements of the General Data Protection Regulation and the Data Protection Act 2018. At all times, it will be treated as confidential and used only for the purpose of equality monitoring.

In addition, the LEP Board will make interventions in relation to equality and diversity to progress our target to recruit a more diverse LEP Board. Specifically:

- Bringing in external expertise to raise Board awareness on recruitment, ensuring a robust training programme is in place e.g. Inclusive Talent Recruitment, Unconscious Bias, and Generational Diversity
- The LEP will lead a campaign to promote the role of women in business in Cornwall and the Isles of Scilly to highlight the success and potential for women in business leadership roles and to assist in the delivery of our organisational target to have gender equality on the board by 2020.
- Implement key actions from the LEP Network's Women Leaders Roundtable (Sept 2018).
- The LEP will produce gender equal shortlists for Board recruitment where possible.
- The LEP will use gender equal interview panels for Board recruitment.
- The LEP will use best practice approach to groups with protected characteristics (including Cornish).
- The review of practicalities of Board meetings (timing, location, equipment) in order to comply with best practice.